

Appendix D: State and Local Government (Policy Makers) Actions

Tourism and Recreation Goals and Actions

Montana's ten tourism goals were developed from prioritized issues and opportunities identified by Montana citizens, businesses, and other tourism and recreation stakeholders during statewide public workshops, an online survey, and other meetings and interviews. These goals provide the framework for turning Montana's tourism Vision into reality by 2012.

Actions Identify Steps to Achieve Goals

To realize each of the goals, specific actions were developed, along with objectives to measure the accomplishment of each action. This appendix lists only the actions for which state and local government (policy makers) are responsible to implement and/or report.

Descriptions of the actions begin on the next page, including priority level and responsible partners to lead and assist with implementation (the first partner listed in bold is the lead while the others are partners to support or assist). Partner categories are color-coded, as noted below. A table listing and summarizing all actions, with their priority level, timeline, and responsible parties, appears at the end, along with a key to the partner codes.

Responsible Partner categories color coding key:

BLUE	Travel Montana
YELLOW	TAC, State & Local Government (policy makers)
RED	Tourism Regions & CVBs
GREEN	State & Federal agencies (other than Travel Montana)
GRAY	Business and business associations (Chambers, MIKA, TIAM, etc.)
FUSCHIA	MTTA, Tribes, MIBA, BIA
WHITE	Nonprofit organizations (no shading)

Goal 2: Attain public policy and citizen support for sustainable tourism and recreation.

Action 2.3: Change the state law and rules to broaden eligibility for the Montana Byways program (and access to federal funding).

Encourage the Montana Legislature to change the Montana Byways program, so that more highways can be designated as state scenic/historic byways, and become eligible for federal funding for byway planning, improvement projects, and marketing. Coordinate efforts with the existing U.S. Forest Service National Forest Scenic Byway Program, Bureau of Land Management Backcountry Byway Program, and the Tribal Byways Program. Form a State Scenic Byways Advisory Committee and initiate local planning along proposed byway corridors and loops to begin the designation process. Gather local public input to establish values and parameters for corridor or byway designation, and respect community heritage and character in the process of developing byway/corridor plans and marketing strategies.

Priority: Medium

Responsibility: SG, MDT, USFS, BLM, TRB, CC, TIAM, NPO, MEDA

Measurable Objectives:

- Accomplish changes in law and rules in the 2009 legislative session.

Responsibility to track/report: MDT

Action 2.4: Address ongoing and emerging tourism and recreation policy issues through collaborative efforts between policy-makers, agencies, businesses, nonprofit organizations, tribes, etc.

Some ongoing and emerging issues related to tourism and recreation in Montana require decisions or rule changes by state and/or federal policy-makers (see Chapter 4, pages 42-46). These issues are multi-jurisdictional and complex, so they cannot be addressed easily by a single agency or group, yet they consistently appear as priority issues in surveys of Montanans. Many of the issues are common to other western states, and are the subject of lobbying and advocacy efforts by the Western States Tourism Policy Council (WSTPC, www.dced.state.ak.us/wstpc).

Priority: Medium

Responsibility: TAC, MTRI, TM, WSTPC, SG, TIAM, MEDA

Measurable Objectives:

- Prioritize issues and identify potential inter-agency policy actions annually.
- Address priority issues and report annually to tourism and recreation industry partners.

Responsibility to track/report: TAC, MTRI

Goal 3: Address management and access issues for sustainable recreation on private, state, and federal lands.

Action 3.3: Support use of easements, county planning commissions, and agency planning efforts, to maintain and improve public access to public recreation lands.

Continue to maintain and enhance facilities and public access for outdoor recreation at Montana parks, rivers, lakes, ranches, etc. Use interagency groups and local task forces to gather and disseminate information, and develop collaborative strategies for access management and policies. Support initiatives to provide funding for open space conservation. Acquire easements, or exchange or purchase land from willing private landowners, in order to preserve access to public lands and waters. Expand communication on access issues and cooperation between agencies, user groups, and other interested parties.

Priority: Medium

Responsibility: LG, SG, MTRI, LO, CC, TIAM

Measurable Objectives:

- Include land access provisions in local (city/county) planning processes.
- Implement voluntary tourism-sponsored programs to provide funding for Montana open space preservation by 2009.

Responsibility to track/report: MTRI, CC, TIAM

Action 3.4: Continue to enhance the Montana Block Management Program, expanding public access to private lands.

Enhance Montana's Block Management Program to access to private lands for hunting and fishing. Study ways to streamline the process, attract broader participation, evaluate conservation easements, analyze issues of program expansion or limitations, and include concerns about non-resident vs. resident preferences.

Priority: Medium

Responsibility: FWP, SG, LO, BLM

Measurable Objectives:

- Expand participation (enrolled acres) in the Block Management Program to 9 million acres by 2012.
- Use conservation easements where appropriate to preserve sportsmen access to private lands.

Responsibility to track/report: Montana Fish Wildlife & Parks

Action 3.5: Identify actions and initiatives to reconnect families and youth with the outdoors, and identify ways to link outdoor programs with statewide science, math, and language curriculum standards/initiatives.

Sponsor programs that encourage kids to spend more time outdoors, involving the Governor's office, state/federal agencies, tribes, nonprofit groups, and businesses. Use initiatives to improve public health, encourage education about the outdoors, enhance tourism efforts, and increase public appreciation for the importance and protection of the outdoors for future generations. Develop partnerships and seek private and foundation funding to implement statewide initiatives.

Priority: Medium

Responsibility: SG, MTRI, UNIV (Extension 4-H program), TRB, LG, NPO, BIZ

Measurable Objectives:

- Identify specific actions and funding sources annually for 2008-2012.
- Implement actions, report results in terms of participation and benefits realized.

Responsibility to track/report: MTRI

Goal 4: Enhance and preserve Montana's culture and history (historic sites, museums, art, music, etc.).

Action 4.2: Improve and maintain infrastructure, facilities, and services to support heritage and cultural tourism in Montana.

Travelers have become more sophisticated and affluent, and their tastes and expectations have changed. They expect interactive and stimulating displays, professionally printed signs and display labels, well maintained facilities, spotless restrooms, attractive landscaping, and well-trained staff with confident interpretive skills. In exchange, these travelers willingly support high quality facilities and services with entrance fees, retail purchases, gratuities, and donations.

4.2.c. Improve infrastructure at historic, tribal, and cultural sites to expand visitation and seasons. Montana's historic and cultural facilities often are limited to small numbers of visitors, or summer visitation, because of infrastructure issues like parking, utilities, and housing. Evaluate historic/cultural sites, and identify locations where investment in infrastructure or facilities could significantly increase visitation and revenue opportunities (i.e., Virginia City, Glacier National Park lodges, state parks). Develop a state heritage tourism marketing strategy.

Priority: Medium

Responsibility: MHS, MHC, MTRI, NPS, FWP, TRB, MTTA, LG, TM (TIIP)

Measurable Objectives:

- Identify and prioritize a list of facility upgrades and funding sources by December 2008.
- Implement infrastructure improvements to at least one facility per region annually.

Responsibility to track/report: MHS, MHC, MTRI, NPS, FWP, MTTA, TM (TIIP)

Goal 6: Address tourism and recreation professional development, workforce availability, and affordable housing issues.

Action 6.1: Enhance professional development opportunities and requirements for staff and board members of Montana tourism and recreation-related organizations.

Raise the bar of professionalism through certifications and incentive-based rewards for staff, and through board training for tourism, recreation, historic, and cultural organizations.

6.1.c. Enhance higher education programs for tourism and recreation careers, including continuing education for existing tourism and recreation professionals. Expand degree programs and continuing education in Montana universities and colleges for tourism and recreation, based on input from businesses and agencies. Support the programs through student recruitment, internships, work studies, and employment opportunities. Offer specialized workforce training through distance learning. Inform businesses about workforce training funds and incentives that are available for new or expanding businesses, or for retraining dislocated workers. Participate in high school job fairs to promote the hospitality industry. Evaluate partnerships with organizations like the National Association of Interpretation and Professional Guide Institute to certify Montana interpreters, guides, and hosts. Encourage employment of Montana tribal members as managers at state/federal sites (e.g., Pompeys Pillar).

Priority: Medium

Responsibility: UNIV, MTRI, BIZ, NPO, MTTA

Measurable Objectives:

- Statewide, add at least four degree-related and continuing education classes annually for tourism and recreation.
- Develop a list of internship and work study opportunities in the tourism and recreation industry by 2009.
- Promote continuing education and work experience programs to students, businesses, and existing workers.
- Offer classes via distance learning to rural communities and Montana Indian reservations, beginning in 2008.

Responsibility to track/report: MT Board of Regents, MT Dept. of Labor & Industry (State Employers Council)

Action 6.2: Improve systems to augment Montana's seasonal workforce for tourism and recreation.

6.2.d. Adjust Montana school calendars to facilitate tourism and recreation industry seasonal workforce needs. Peak tourism months in Montana are July through September; however, university calendars are structured to end classes in May, and resume in August. Consequently, many tourism businesses and agencies hire out-of-state or foreign workers for seasonal jobs, rather than employing Montanans, because they cannot afford to lose their workforce in the middle of peak season. Adjust Montana's academic calendars so students can work a full tourism/fire season, and so more businesses can hire Montanans.

Priority: High

Responsibility: TAC, MT Board of Regents/Board of Education

Measurable Objectives:

- Enact policy change by Board of Regents and State Board of Education by the 2010-2011 school year.

Responsibility to track/report: TAC

Goal 7: Improve Montana's transportation system for both residents and visitors.

Action 7.1: Increase air service capacity to and from Montana cities.

Implement tourism-related opportunities identified in the Montana Department of Transportation Air Service Study (December 2006). Encourage tourism stakeholders to participate in air service discussions, and to meet with airlines about frequency, flight schedules, and year-round service. Where possible, address needs of airlines to enhance service. Identify airport improvements and aviation strategies that will support or enhance tourism. Partner with cities, counties, local task forces, and economic development organizations to secure additional airline service. Collaborate

with the Recreational Aviation Foundation to preserve existing airstrips and create new public-use recreational airstrips.

Priority: High

Responsibility: MDT, EDO, CVB, LG, BIZ

Measurable Objectives:

- Implement actions identified in the MDT Air Service Study (2006).
- Evaluate air service incentives/guarantees with cities, counties, and EDOs.

Responsibility to track/report: MDT, CVB

Action 7.3: Improve and maintain Montana roads and bridges.

Advocate for funding and implementation of Montana Department of Transportation highway and bridge improvement actions identified in TranPlan 21 and the Statewide Transportation Improvement Program (STIP). Encourage local input into decision-making on road improvements which will enhance or affect natural, historic, cultural, and community assets. Additionally, encourage partnerships and funding opportunities to address transportation infrastructure needs. Participate in the Western States Tourism Policy Council discussions about transportation issues.

Priority: Medium

Responsibility: MDT, SG, LG, TRB

Measurable Objectives:

- Annually seek funding through future federal transportation re-authorization bills to maintain and improve Montana roads and bridges.
- Complete at least two projects annually in each region.

Responsibility to track/report: MDT

Action 7.4: Increase use of passenger rail and transit service in Montana.

Passenger rail and transit service, such as tour trains and shuttle service where available, provide appealing transportation alternatives to Montana visitors, and reduce traffic pressure in congested areas.

7.4.a. Promote Amtrak's Empire Builder service in Montana.

Build relationships and coordination efforts with Amtrak, and advocate to state/federal agencies and elected officials for support of Amtrak service. Work with Amtrak, tour operators, tourism businesses, and other organizations to promote the use of rail service through packaging, rail-drive-bus tours, etc.

Priority: Medium

Responsibility: MDT, LG, BIZ, CC

Measurable Objectives:

- Seek federal support for Amtrak by 2009.
- Increase Amtrak ridership by both residents and nonresidents by highlighting Amtrak service on state/regional/local tourism web sites and publications.
- Create at least six guided tours, itineraries and packages in Montana annually for Amtrak passengers.

Responsibility to track/report: MDT, Regions

7.4.b. Promote excursion rail service in Montana. Support Montana's excursion trains (Copper King Express, Anaconda-Butte; Charlie Russell Chew Choo, Lewistown-Denton; Alder Gulch Short Line Railroad, Virginia City-Nevada City) and encourage the development of others. Participate in the update process of corridor plans undertaken by MDT, and in the Montana Rail Service Plan, to review passenger rail issues, potential additional service opportunities, and the feasibility of restoring passenger service to Montana's Southern Route.

Priority: Low

Responsibility: CC, BIZ, LG, NPO, MDT

Measurable Objectives:

- Increase tour train ridership by 5% annually.
- Ensure tourism industry involvement in the update of the state rail plan.

Responsibility to track/report: CC, MDT

7.4.c. Encourage and expand intercity transit service, and service to high traffic visitor locations. Successful partnerships to provide shuttle and transit service for travelers are underway in Flathead and Gallatin counties. A shuttle service between Bozeman and Big Sky provides transportation for skiers, as well as for resort employees and residents. Explore additional opportunities to utilize federal transportation funds and public-private partnerships to expand transit service.

Priority: Medium

Responsibility: MDT, LG, NPS, BIZ, CC

Measurable Objectives:

- Identify opportunities to expand service, and to use federal transit funds.

Responsibility to track/report: MDT, Chambers of Commerce

Action 7.5: Expand bike/pedestrian trail systems in and between Montana communities, and connections to trailheads on state/federal lands.

Form partnerships between local governments, agencies, tribes, private landowners, user groups, tourism businesses, and others to plan, seek funding sources, and address management of Montana's trail system. Use the State Trails Advisory Committee (STAC) to facilitate communication and action between partners. Integrate Montana's trail system with the state's primary transportation network and, where appropriate, provide alternatives to vehicular transportation, according to guidelines in the Montana State Trails Plan, TranPlan 21, and local transportation plans. Improve bike and pedestrian facilities in urban and rural areas, and combine improvements with byway activities for partnerships and federal funding.

Priority: Medium

Responsibility: NPO, MDT, FWP, USFS, FWS, BLM, TRB, LG, BIZ, LO

Measurable Objectives:

- Continue to expand the bike/pedestrian trail systems statewide by 2010.

Responsibility to track/report: MDT, Bicycling organizations

Action 7.6: Develop a user-friendly handbook to provide information about the highway signing process to businesses, attractions, and other tourism-related groups, including use of international symbols (symbol signs).

Invite tourism businesses, historic/cultural groups, and state/federal agencies to participate in the completion of a user-friendly highway sign process handbook by the end of 2009. The handbook should explain the Manual of Uniform Traffic Control Devices (MUTCD), use of symbol signs, the Tourist-Oriented Directional Sign (TODS) and LOGO program, and the rationale for federal/state sign laws (e.g., safety, sign clutter, priorities, etc.). It also should outline the Montana process to install/replace highway signs, and recommended process for local officials to assist with signing priorities based on important services/attractions for visitors. Distribute the handbook through tourism, government, and business organizations, and make it available as a downloadable file from the MDT web site. Create statewide design standards for continuity in special tourist corridor signs (loop tour, byway, cultural corridor signs).

Priority: Medium

Responsibility: MDT, TM, LG, TRB, BIZ, MHS, MTRI

Measurable Objectives:

- Present a sign guidelines workshop at the Governor's Conference on Tourism.
- Complete a draft handbook and distribute electronically by December 2009 for stakeholder/Travel Montana review.
- Complete the final sign handbook and distribute statewide by April 1, 2010.

Responsibility to track/report: MDT, Travel Montana

Goal 8: Enhance the “curb appeal” of Montana communities to attract visitors.

Action 8.1: Increase the capacity of Montana communities to be more competitive in tourism.

8.1.a. Continue the Community Tourism Assessment Program (CTAP), to help improve community readiness for tourism. The Montana Community Tourism Assessment Program (CTAP) helps analyze local resident attitudes about (and interest in) tourism, measure community tourism potential, identify gaps in visitor services, and suggest projects or actions that can strengthen the role of tourism in a local economy. CTAP is funded by state lodging facility use tax funds and administered by Travel Montana in coordination with ITRR and MSU. The new Montana Main Street Program provides another assessment and revitalization tool for communities, and tourism is a key target market for historic downtown districts. Encourage new Main Street communities to undergo a CTAP assessment.

Priority: High

Responsibility: TM, ITRR, UNIV, MMS, LG

Measurable Objectives:

- In 2008, rename the Community Tourism Assessment Program (CTAP) so it is not confused with the Community Technical Assistance Program (CTAP).
- Refine the tourism assessment process by 2009 and conduct up to three assessments annually with Main Street communities given first priority.

Responsibility to track/report: Travel Montana

8.1.b. Expand and strengthen the Montana Main Street Program to improve downtown vitality, and extend visitor stays and spending. Montana began its Main Street Program in 2006 with six pilot communities, expanding to seven in 2007. Continue to expand the program so more communities can participate and revitalize their Downtown districts, enhancing their appeal to nonresident travelers. Identify ways that the Montana Main Street Program, Montana Historical Society, Montana Arts Council, Montana Heritage Commission, Travel Montana, and Montana Dept. of Transportation can collaborate to provide technical assistance and support successful revitalization in Montana's Main Street communities. Showcase the increase in tourism and the resulting business growth as a result of improved economic and community development, emerging from historic preservation and sustainable downtown revitalization.

Priority: High

Responsibility: MMS, SG, LG, EDO, BIZ, MHS, MAC, UNIV, MDT, TM

Measurable Objectives:

- Increase the number of Montana communities participating in the Main Street program.
- Track and report Main Street reinvestment statistics annually.

Responsibility to track/report: Montana Main Street

8.1.c. Support City/County planning and growth policies that preserve the unique character of Montana, and minimize urban sprawl. Consistent with the principles of geotourism, encourage local officials to use planning and development tools that will enhance quality of life, as well as preserve community heritage. Form alliances of communities, tribes, agencies, private citizens, businesses, and private/nonprofit groups for cooperative funding and strategic planning.

Priority: High

Responsibility: LG, TRB, EDO, CC, BIZ

Measurable Objectives:

- Secure the support of at least ten counties and fifteen cities annually to adopt the Montana Tourism Charter, so that a total of 50 counties and 75 cities have adopted the Charter by 2012.

Responsibility to track/report: TAC, Chambers of Commerce

8.1.d. Continue the Tourism Infrastructure Improvement Program (TIIP) grants and the Special Event Grant Program (SEGP) to improve community tourism and recreation-related infrastructure and economic development through the creation of new, ongoing festivals and events. Conduct research and monitoring to determine return on investment from grant investments and cost/benefit information about events for communities and sponsors. Encourage Main Street communities to apply for TIIP and SEGP funds. Highlight grant successes at TAC meetings and the annual Governor's Conference on Tourism.

Priority: High

Responsibility: **TM**, **TAC**, **LG**, **UNIV**

Measurable Objectives:

- Evaluate/award grants based on the goals of the Strategic Plan.

Responsibility to track/report: **Travel Montana**

Action 8.2: Implement improvements to make Montana communities more visitor-friendly.

8.2.a. Improve the appearance of community entrances, highway commercial areas, and public parks/facilities. Enhance key community areas with attractive landscaping, sidewalks, signs, and eradication of blight/eyesores. Identify and prioritize site improvement opportunities, partner with public and nonprofit organizations to obtain funding and/or volunteer efforts, and implement projects.

Priority: High

Responsibility: **LG**, **TRB**, **EDO**, **CC**, **BIZ**

Measurable Objectives:

- Complete at least five entrance, highway corridor, or parks/facilities improvements annually per region.
- Showcase improvements and resulting benefits at appropriate local, regional and statewide events.

Responsibility to track/report: **Chambers of Commerce**

8.2.b. Address billboard proliferation and unsightly outdoor advertising signs. Create incentives for businesses to replace billboards with commercial Tourist-Oriented Directional Signs (TODS) and Specific Information Signs (LOGO). Collaborate with the Montana Motorist Information Signing Group, tourism businesses and organizations to promote the programs and assist with re-evaluation of the TODS/LOGO program cost and process to identify ways to expand use of both sign opportunities. Encourage local and state officials to mitigate negative impacts of billboards, while still providing advertising opportunities for businesses and useful information for travelers. Educate businesses about effective use of colors, graphics, text, and appropriate night lighting, and to consider alternatives to billboards where possible.

Priority: High

Responsibility: **MDT**, **REG**, **LG**, **CC**, **BIZ**, **LO**

Measurable Objectives:

- Collaborate to plan at least one workshop in each region annually for businesses and attractions about effective signs and alternatives to billboards.
- Summarize tourism industry input about the program by December 2010.
- Confirm contracts with businesses and install at least ten new TODS and LOGO signs annually in each region.

Responsibility to track/report: **MDT**, **Chambers of Commerce**

8.2.c. Improve availability and visibility of public parking for visitors in downtown commercial areas. Travelers are more likely to stop and linger in a community downtown area if free public parking is available and well-marked with signs. To entice visitors to stop, designate and sign downtown visitor parking.

Priority: Medium

Responsibility: **LG**, **CC**, **BIZ**, **TRB**, **EDO**

Measurable Objectives:

- Complete parking visibility/availability improvements (including signage) in at least five communities per region annually.

Responsibility to track/report: **Chambers of Commerce**, **MMS**

8.2.d. Encourage communities to seek grants for rural cell phone coverage and high-speed Internet service improvements, and evaluate incentives for providers. Travelers expect cell phone and high speed Internet service wherever they travel. Collaborate with telecommunication stakeholders and legislators to explore enhanced incentives for rural communities to provide complete cell phone coverage and high-speed service for visitors and residents.

Priority: Medium

Responsibility: **MEDA**, **DOC**, **CC**, **BIZ**, **SG**, **LG**

Measurable Objectives:

- Complete upgrades to telecom service in five communities per region annually.

Responsibility to track/report: MEDA, Chambers of Commerce

8.2.e. Evaluate state participation in the “RV Friendly” designation program for businesses, attractions, and VICs. Interim Approval for the use of the RV Friendly symbol is granted to any jurisdiction by the Federal Highway Administration. A state may request Interim Approval for all of its jurisdictions, and must agree to maintain an inventory list of all locations meeting the criteria and displaying the symbol. As of October, 2007, twelve states participate in the RV Friendly road sign initiative: Minnesota, Iowa, New Mexico, New Hampshire, Michigan, Oregon, Louisiana, Tennessee, Washington, Florida, California and Texas. For information: mutcd.fhwa.dot.gov/res-mem_rvf, or mutcd.fhwa.dot.gov/rm_rvf02.

Priority: Medium

Responsibility: MDT, DOC, SG, LG, BIZ, CC, COAM

Measurable Objectives:

- Research the RV Friendly initiative by year end 2008.
- Seek legislative approval, if appropriate, of the RV Friendly sign designation in the 2009 or 2011 legislative session.

Responsibility to track/report: MDT, Travel Montana

Goal 9: Increase funding to maintain sustainable tourism and recreation.

Action 9.1: Seek increases in state funding sources for targeted tourism marketing, and for tourism and recreation-related programs and facilities.

Support changes in state law to enhance funding for Travel Montana, tourism regions, CVBs, and historic, cultural, and tribal partners, in order to generate additional tourism and general tax revenue.

Priority: High

Responsibility: SG, TAC, REG, CVB, BIZ, TIAM, MEDA, NPO

Measurable Objectives:

- Enact changes in state funding during 2009 legislative session to support increased tourism marketing and development.

Responsibility to track/report: TIAM

Goal 10: Build an effective “team” to implement the Strategic Plan, and report results.

Action 10.1: Recognize Travel Montana as the “Team Captain” to communicate regularly with partners, and coordinate successful implementation of the actions in the Strategic Plan.

Travel Montana has lead responsibility for Strategic Plan coordination and monitoring, including communication with regions, CVBs, the Tourism Advisory Council, other state/federal agencies, tribes, elected officials, nonprofit organizations, businesses, and communities about Strategic Plan implementation status. It is incumbent upon Travel Montana and other partners to reach out to all areas of the state and engage them in the process, so they can benefit from it. Partners need to communicate with Travel Montana and report on implementation efforts within their area of responsibility.

Priority: High

Responsibility: TM, ALL

Measurable Objectives:

- Provide an annual report to all tourism/recreation industry partners, and to elected officials, with updates about progress on Strategic Plan objectives and projects.

Responsibility to track/report: Travel Montana

Action 10.2: Create public/private/tribal partnerships for cooperative project implementation.

Partners identify ways that their respective organizations can work together to assist with implementation, develop partnerships, and/or seek resources to support the actions listed in the Strategic Plan.

Priority: High

Responsibility: TM, ALL

Measurable Objectives:

- Create at least two new partnerships in each region annually.

Responsibility to track/report: Regions, CVBs, MTRI, MTTA

Action 10.3: Implement regular Strategic Plan discussion and reporting mechanisms in a variety of venues to ensure that actual tourism and recreation activities are aligned with Strategic Plan goals and actions.

10.3.a. Conduct annual Strategic Plan implementation workshops in each tourism region. Schedule annual implementation workshops in each region, with state/ federal agency and other partners invited, to discuss the status, challenges, and successes of implementation, and track actions, timeline and responsibilities in the plan. Ensure that all areas of the state are engaged in the process.

Priority: High

Responsibility: TM, ALL

Measurable Objectives:

- Conduct at least one implementation workshop per region annually.

Responsibility to track/report: Travel Montana, Regions, MTRI

10.3.c. Submit implementation updates on Strategic Plan actions for an annual report to the Tourism Advisory Council, Governor, and partners. Travel Montana will provide a user-friendly online form for all partners to report annually on Strategic Plan progress, successes, and challenges in their area of responsibility.

Priority: High

Responsibility: TM, ALL

Measurable Objectives:

- Create a user-friendly online form by June 2008 for reporting progress on Strategic Plan objectives and successes.
- Compile the Strategic Plan annual progress report, and distribute to TAC, Governor, legislature, and industry by January 30 annually.

Responsibility to track/report: Travel Montana

Action 10.4: Streamline the process of reporting marketing plans, projects, and expenditures to the TAC and Travel Montana by Tourism Regions and CVBs.

Reduce procedural steps in the marketing plan and project reporting requirements.

Priority: High

Responsibility: TM, TAC, SG, REG, CVB

Measurable Objectives:

- In the 1st quarter of 2008, review the recommendations for streamlining presented at the June 2007 TAC meeting, and develop recommendations for the TAC.

Responsibility to track/report: TAC, Travel Montana

Action Table – State and Local Government		Priority	08	09	10	11	12	Lead	Partners
Goal 2: Attain public policy and citizen support for sustainable tourism and recreation.									
2.3	Change state law and rules to broaden eligibility for the Montana Byways program	M		MO				SG	MDT, USFS, BLM, TRB, CC, TIAM, NPO, MEDA
2.4	Address policy issues of note through collaborative efforts with all stakeholders	M						TAC	MTRI, TM, WSTPC, SG, TIAM, MEDA
Goal 3: Address management and access issues for sustainable recreation on private, state, and federal lands.									
3.3	Support use of easements to maintain public access to state/federal recreation lands	M		MO				LG	SG, MTRI, LO, CC, TIAM
3.4	Continue to enhance the Montana Block Management Program, expanding public access	M					MO	FWP	SG, LO, BLM
3.5	Identify means to reconnect youth with the outdoors, linking to state curriculum standards	M						SG	MTRI, UNIV (Extension 4-H), TRB, LG, NPO, BIZ
Goal 4: Enhance and preserve Montana's culture and history (historic sites, museums, art, music, etc.).									
4.2	Improve/maintain infrastructure, facilities and services to support heritage/cultural tourism								
4.2.c	Improve infrastructure at historic/cultural sites to expand visitation and seasons	M	MO					MHS	MHC, MTRI, NPS, FWP, TRB, MTTA, LG, TM (TIIP)
Goal 6: Address tourism and recreation professional development, workforce availability, training, and affordable housing issues.									
6.1	Enhance professional development opportunities/requirements for tourism organizations								
6.1.c	Enhance higher education programs for tourism/recreation careers	M	MO	MO				UNIV	MTRI, BIZ, NPO, MTTA, MT Board of Regents, State Employers Council
6.2	Improve systems to augment Montana's seasonal workforce for tourism and recreation								
6.2.d	Adjust MT school calendars to facilitate tourism/recreation seasonal workforce needs	H			MO	MO		TAC	MT Board of Regents/Board of Education
Goal 7: Improve Montana's transportation system for both residents and visitors.									
7.1	Increase air service capacity to and from Montana cities	H						MDT	EDO, CVB, LG, BIZ
7.3	Improve and maintain Montana roads and bridges	M						MDT	SG, LG, TRB
7.4	Increase use of passenger rail and transit service in Montana								
7.4.a	Promote Amtrak's Empire Builder service in Montana	M		MO				MDT	LG, BIZ, CC
7.4.b	Promote excursion rail service in Montana	L						CC	BIZ, LG, NPO, MDT
7.4.c	Encourage/expand intercity transit service to high traffic visitor locations	M						MDT	LG, NPS, BIZ, CC
7.5	Expand bike/pedestrian trail systems among communities, and connections to trailheads	M			MO			NPO	MDT, FWP, USFS, FWS, BLM, TRB, LG, BIZ, LO
7.6	Develop a user-friendly handbook of information about the highway signing process	M		MO	MO			MDT	TM, LG, TRB, BIZ, MHS, MTRI

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Action Table – State and Local Government			Priority	08	09	10	11	12	Lead	Partners
Goal 8: Enhance the “curb appeal” of Montana communities to attract visitors.										
8.1	Increase the capacity of Montana communities to be more competitive in tourism									
	8.1.a	Continue the Montana Tourism Assessment Program to help communities	H	MO	MO				TM	ITRR, UNIV, MMS, LG
	8.1.b	Expand/strengthen Montana Main Street Program to extend visitor stays & spending	H						MMS	SG, LG, EDO, BIZ, MHS, MAC, UNIV, MDT, TM
	8.1.c	Support City/County planning and growth policies to preserve community character	H					MO	LG	TRB, EDO, CC, BIZ
	8.1.d	Continue TIIP and SEGP grant programs for tourism development	H						TM	TAC, LG, UNIV
8.2	Implement improvements to make Montana communities more visitor-friendly									
	8.2.a	Improve appearance of community entrances, commercial areas, and public parks	H						LG	TRB, EDO, CC, BIZ
	8.2.b	Address billboard proliferation and create incentives for replacement with TODS	H	MO					MDT	REG, LG, CC, BIZ, LO
	8.2.c	Improve availability and visibility of public parking for downtown visitors	M						LG	CC, BIZ, TRB, EDO
	8.2.d	Encourage communities to seek grants for rural cell phone/high speed Internet	M						MEDA	DOC, CC, BIZ, SG, LG
	8.2.e	Evaluate state participation in the RV Friendly designation program	M		MO		MO		MDT	DOC, SG, LG, BIZ, CC, COAM
Goal 9: Increase funding to maintain sustainable tourism and recreation.										
9.1	Seek increases in state funding for targeted tourism marketing/programs/facilities		H		MO				SG	TAC, REG, CVB, BIZ, TIAM, MEDA, NPO
Goal 10: Build an effective “team” to implement the Strategic Plan, and report results.										
10.1	Recognize Travel Montana as ‘team captain’ to communicate/coordinate regularly with partners		H						TM	ALL
10.2	Create public/private/tribal partnerships for cooperative project implementation		H						TM	ALL
10.3	Implement Strategic Plan discussion/reporting to align activities with goals and actions									
	10.3.a	Conduct annual Strategic Plan implementation workshops in each region	H						TM	ALL
	10.3.c	Submit updates on Strategic Plan implementation for Annual Report to TAC, etc.	H	MO					TM	ALL
10.4	Streamline reporting process of marketing plans/expenditures to TAC/TM by regions & CVBs		H	MO					TM	TAC, SG, REG, CVB

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